



OBSERVING AND ASSESSING STAFF PERFORMANCE

SUMMATION WITH CLAUDIA FERNANDES

- ☐ Technical Assistance Grants for Training
Contact: Maggie Cimino - 415-865-7801
- ☐ California Courts News
Contact: www.courtinfo.ca.gov/cjer/aocv/ccn
- ☐ Court News Update
Contact: Blaine.corren@jud.ca.gov
- ☐ Your Role and It's Impact on the Public Trust and Confidence
Contact: Claudia Fernandes 415-865-7799

TODAY'S BROADCAST OBJECTIVES

1. Define the purpose of observing and assessing performance
2. Describe the elements of a fair and effective observation and assessment program.
3. Identify techniques for effectively observing and assessing performance

Don't forget to participate by faxing in your questions on the form provided.

We appreciate your evaluation at the end of the broadcast.

PRIMARY FUNCTION OF A SUPERVISOR

To Accomplish the Work of the Organization through the Efforts of Others

This requires oversight, direction, and processes in place to measure staff's performance against desired outcomes.

What is performance?

Performance =	WHAT people do	(their work)
+	HOW they do it	(behaviors)
+	WHAT they achieve	(results)
<hr/>		
TOTAL contribution to the court		

Performance is an employee's total contribution to the court. It consists of WHAT they do (their work) + HOW they do it (their behaviors) + WHAT they achieve (the results).

ACTIVITY #1

TRUE OR FALSE

Work in small groups and discuss your rational for your decisions.

T/F	Statement
1.	If you observe current performance that is significantly different from the expected performance, then a performance problem exists.
2.	Effective observation and assessment relies on standards and expectations.
3.	Employees should ideally be unaware of when and how they are being observed in order to collect observations that are real and not just acting for the supervisor.
4.	Customer comment cards provide good quality observations of current performance.
5.	Walking around and being visually present in the workplace is a good way to observe performance.
6.	Data collection is an unbiased way to determine if a performance problem exists.
7.	Fairness requires that all staff are observed in the same manner.
8.	In some cases observing performance can result in immediate disciplinary action.

ACTIVITY #2

WHAT'S MEASURED MATTERS

Complete the following sentences and discuss your answers in small groups:

1. Management measures my performance by...

2. Success of my unit is measured by...

2. I measure my personal success by...

3. I translate my managers' priorities to my staff by...

ACTIVITY #3

Hypothetical #1 “Default Processing”

During a routine visit to the civil counter, you note that Bill is not processing defaults as they come in. Checking later in the day, you note that Bill is working on entering a stack of defaults received today. The defaults are all entered by 4:30 p.m.

The expectation is that all defaults are entered in the system at the time they are received and completed by the end of the business day.

1. What, if any, assumptions or conclusions can the supervisor make from the observations?

2. What is the gap between current and expected performance?

3. What obstacles, if any, might be responsible for the observed behavior?

4. What are the next steps?

Activity 3 Continued

Hypothetical #2 “Arriving to work with Jane”

During regular walkabouts in the office at 8:00 a.m., you have noted that Jane, a high performing legal process clerk who reports to you, arrives at work between 8:10 a.m. to 8:15 a.m. three out of five days of the week of November 14th. All of her work is completed satisfactorily each day. Hours for all legal process clerks are 8:00 a.m. to 5:00 p.m.

The policy is that if a clerk is going to be late to work, s/he must call her/his supervisor and/or division chief. No calls were received from Jane on any of the days noted above.

1. What, if any, assumptions or conclusions can you make from these observations?
2. What is the gap between current and expected performance?
3. What obstacles, if any, might be responsible for the observed behavior?
4. What would you do next and why?

Activity 3 Continued

Hypothetical #3 “Voice mail messages”

The supervisor left 2 voice messages for Maria, a courtroom clerk, requesting information. Maria has not responded and its 24 hours since the last request was left by the supervisor on voice mail.

The expectation is all voice mail must be checked by the end of each day.

1. What, if any, assumptions or conclusions can you make from these observations?
2. What is the gap between current and expected performance?
3. What obstacles, if any, might be responsible for the observed behavior?
4. What's the next step?

ACTIVITY #4

INFORMAL OBSERVATIONS

Remember you are a fly on the wall watching this supervisor and the employees interact.

1. What did you observe? Please write an objective statement of your observations.
2. As a supervisor, how would you feel if you overheard the employees' comments about not being given the new information?
3. What obstacles, if any, might be responsible for this situation?
4. What are your possible next steps?

ACTIVITY #5

TECHNIQUES/MECHANISMS FOR OBSERVING AND ASSESSING PERFORMANCE

Observing & Assessing Activity	Description	Challenges
Walking around	Being present in the workplace, gathering information regarding behavior, work product, customer satisfaction, work processes, etc.	
Work product review	Review work product of staff through sampling. May be random or performed during a defined time interval (e.g. quarterly).	
Process/procedure assessment	<p>This is the assessment of a procedure or practice against expected outcomes. Used for updating of current, and evaluation of new procedures and practices.</p> <p>Assessing a new process or procedure should be included as part of the implementation plan.</p>	
Service observations	Formal observation of service/work processes requires setup, clear expectations, and debrief for development.	
Customer comments or surveys	Written or oral surveys performed on a sample or cross-section of customers. May be solicited or unsolicited.	
Data pulls	Quantitative/outcome data, often collected electronically, requires clear identification of what the data is designed to measure.	
Desk audits	Assess current assignment and workload. Used to identify most recent picture of a particular position, including tasks, growth, and change of assignments not previously documented. Requires setup and opportunity for feedback.	

Elements of Effective Service Observations

- ☐ Set up - identify specific behaviors to be evaluated and standards and expectations to measure the behaviors
- ☐ Meet with employees who will be observed and discuss process, timing and feedback opportunity. Schedule adequate time to answer questions and clarify desired outcomes.
- ☐ Identify location for best observation and least interruption or distraction of the staff.
- ☐ Schedule observations over time to avoid basing assessment on a one time observation. Also schedule sufficient time for each observation.
- ☐ Record circumstances and obstacles observed that might impact the assessment or result in a gap.
- ☐ Prepare to debrief thoroughly. By reviewing notes, standards, and expectations against actual observations.
- ☐ Gather possible resources to share with employee during debrief
- ☐ Schedule sufficient time to meet privately with each employee to discuss the results of the service observation and any questions your employee may have. If at all possible, debrief immediately following the observation.
- ☐ Begin debrief by asking employee what they thought went well and what they might do differently. Next share a few of the positive results of the observations, performance that met or exceeded your expectations. Ask open ended questions throughout the debrief to assess the actual performance and possible obstacles.
- ☐ Document both observation and debrief session, including any steps to follow-up, performance improvement goals, etc.

□ ACTIVITY # 6

ASSESSMENT OF CURRENT LOCAL OBSERVING AND ASSESSING PROCESSES

In pairs or small groups:

1. Identify 2 existing ways your court observes/assesses performance and/or results:



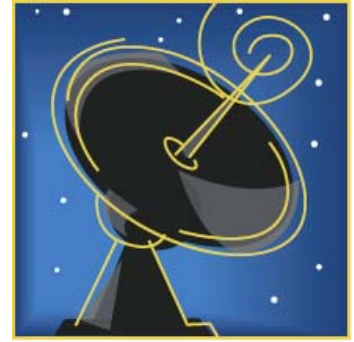
2. For each item listed in number 1 above, identify what they actually capture and which court goal they support?

3. Identify at least one new way of assessing performance that you will try during April.

Finally, please share and discuss this with your Supervisor/Manager.

Broadcast Fax Form

Please fax to (415) 557-1137 or (415) 557-1138



Observing and Assessing Staff Performance

Tuesday, April 18, 2006 9:00 – 10:30 a.m. 3:00 – 4:30 p.m.

Question(s):

Questions not answered during the broadcast will be posted to the COMET site (www.courtinfo.ca.gov/comet) with our panelists' responses.

Your Training Coordinator has your court's COMET login and password for you.

EVALUATION FORM

1. Please rate the following (check your responses)

Pace of broadcast	<input type="checkbox"/> Too Fast	<input type="checkbox"/> About Right	<input type="checkbox"/> Too Slow
Amount of information	<input type="checkbox"/> Too Much	<input type="checkbox"/> About Right	<input type="checkbox"/> Too Little
Length of broadcast	<input type="checkbox"/> Too Long	<input type="checkbox"/> About Right	<input type="checkbox"/> Too Short
Presentation Style/Format	<input type="checkbox"/> Effective	<input type="checkbox"/> No Opinion	<input type="checkbox"/> Ineffective

Please elaborate below on any rating made in the third column:

2. My overall rating of this broadcast

☐ Excellent ☐ Very good ☐ Good ☐ Fair

3. The handouts were

☐ Very Useful ☐ Useful ☐ Not Useful

4. Were your expectations for this broadcast met?

☐ Yes ☐ No ☐ Not Sure

5. How will you use the information from this training in your role as a supervisor?

6. Additional comments or ideas you have about **3rd Tuesday**.

Court _____ Downlink Site Location: _____
(City)

3rd Tuesday - Observing and Assessing Staff Performance-April 18, 2006



Please FAX completed form to: Jay Harrell at (415) 865-4335
If necessary, please use additional page(s) for your responses.